

Customer case

How McDonald's Created an Award-Winning Employee Experience with Digital Learning



A McWelcome from McDonald's

Big Mac, McFeast and Chicken McNuggets. Most people know the classics on McDonald's menu. And it is often already as a guest, hungry and lingering in front of the counter that you can see yourself as a potential employee on the other side.

"Our Employee Experience at McDonald's already begins when you meet us as a guest. The ones who apply for a job with us are usually also guests at the restaurant," says Katrine Schelbli, Senior HR Consultant at McDonald's Denmark.

When a person then has applied and gotten the job, then all contact with McDonald's afterward is also a part of their EX. It is about e.g. their internal development and education program, which they receive after three months – but also when they decide that they no longer want to be employed.

"All former employees at McDonald's will still work as ambassadors from McDonald's, who potentially can attract new employees," says Katrine Schelbli.



Katrine Schelbli is Senior HR Consultant at McDonald's Denmark.

She has worked at McDonald's since 1999 in which she began as an ordinary employee behind the counter. From there, her employee journey continued to the role as e.g. Restaurant Manager to now, where she works at the central office in Frederiksberg, making sure that they at McDonald's constantly are getting better at attracting and retaining the employees.

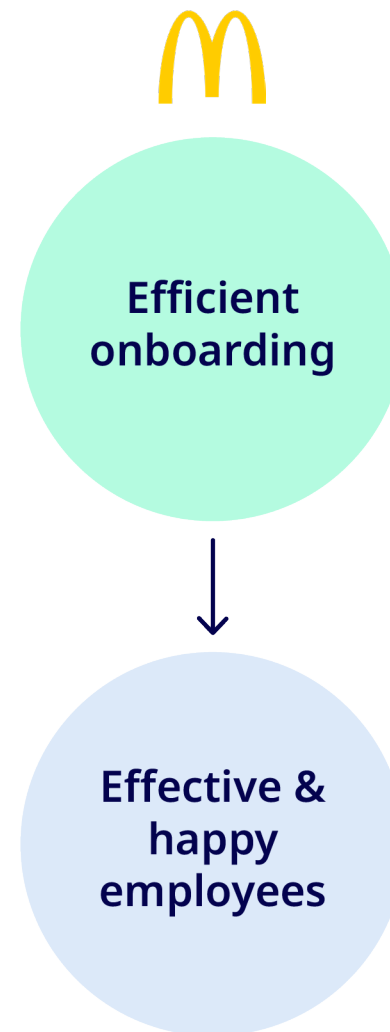
Efficient onboarding from the beginning

The onboarding is an important part, and it's what takes up most for McDonald's if you focus on a positive EX. "Our experience shows that the more capable we are at taking care of the employees, the faster they will become effective and happy with the job," says Katrine Schelbli and elaborates:

"If new employees quit within 6-9 months, then it is usually because the onboarding has not been good enough. This is something we can see based on the exit interviews we have with the employees before they leave McDonald's."

The challenges

It is definitely not a new focus to create positive employee experiences at McDonald's. That has always been the case, but today there is a lot that has changed. "We can no longer develop our programs at a quiet pace. The new generation of digital natives demands more e.g. mobile accessibility, which is why we had to speed up the development, so it fits them."



They have set quite different demands compared to what we previously have experienced,” says Katrine Schelbli.

The consumption of time: That was moreover the big headline when the restaurant managers were asked about their biggest challenges with recruitment. It took too much time to train the employees, so the faster the managers could guarantee that new employees would get a lot of knowledge, the easier it would be.

If you look at McDonald's from the outside, you could think that it's not difficult to work for them,” says Katrine Schelbli and continues: “But there is actually a lot you can learn, both food safety, the proper hygiene, specific procedures, etc. just in order to make a round of French fries.”

Another challenge is that a lot of McDonald's' restaurants have long opening hours or are open 24 hours and therefore they just can't shut down, and practice making French fries.

“We have to train when the restaurant is open, so the more preliminary work and knowledge that we can give to the new employees the better. For it must not affect the guests in the restaurants,” says Katrine Schelbli.

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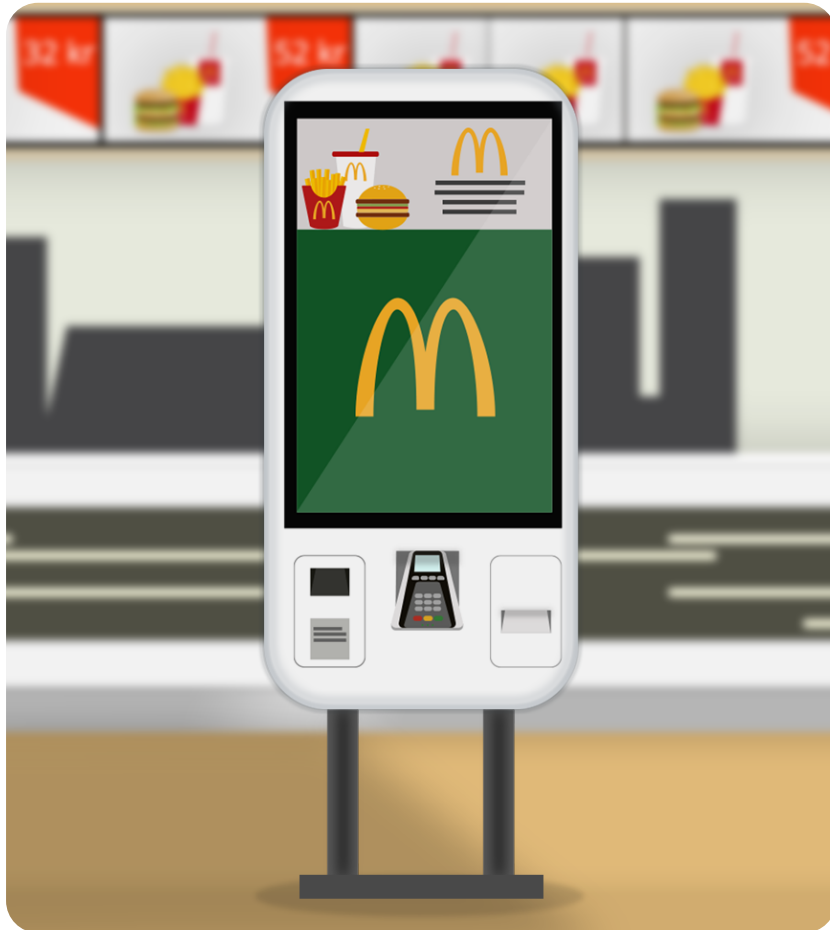
The digital solution in practice

McDonald's establishes an opportunity for potential employees so that they can apply for a job at McDonald's through their smartphones. And instead of uploading a resume and a Word document as an application, they can upload a video in which they tell why they would like to work at McDonald's.

The first meeting has been established with a potential employee, and afterward, they need to be treated in the right way. This is where Learningbank comes into the picture. McDonald's needed a place in which they could have all of their training materials, together with that it had to be easily accessible.

"When we had our first meeting with Learningbank, they did not only tell about the platform. They were also incredibly attentive to our needs as a customer and our target group. At the same time, they told us about their visions for the platform in the future.

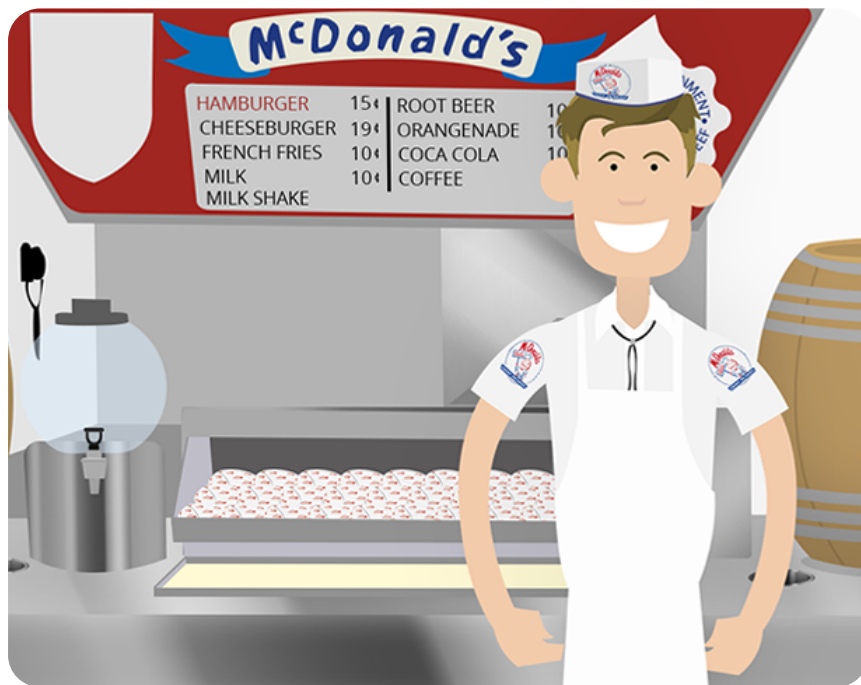




Another important thing was that we want our systems to “talk together”, both our recruitment system, timetabling system, and the new training platform. The restaurant managers need as little administrative work as possible, and therefore it should be easy to set up a new employee only in one system, so they hereafter would automatically be in all systems,” says Katrine Schelbli.

Getting the systems to talk together was a success and hereafter began the development of McDonald's' McWelcome universe in collaboration with Learningbank.

“Now that we already had the new employee at hand, we chose to develop our preboarding-universe McWelcome together with Learningbank. In that way, we can engage and give new knowledge to the employees already before their first day. We didn't have that option before if we had to send the employees physical materials,” says Katrine Schelbli.



The primary goal with McWelcome is, therefore, to give the employees some better experiences from the beginning, together with it being easier for the restaurant managers to administrate and handle.

The McWelcome universe was launched in October 2017, and there are already hundreds of employees who have been through the colorful universe. Here they are going through e.g. the proper clothing, which you have to click yourself to put together, hereafter the employee interacts with McDonald's' history, product and much more.

"The game is adapted to that you haven't been to work yet at MacDonald's. It needs to work as a teaser," says Katrine Schelbli.

In May 2018, McDonald's launched an extra element to their preboarding: The Orientation Game which Katrine Schelbli has developed together with Learningbank's CEO Stine Schulz.

"It is a board game which is tied up to a PowerPoint. The new employee will play the game together with his or her boss and colleagues and thus obtain knowledge and in that way learn to work together and get to know each other," says Katrine Schelbli.

The reason why the game comes now and not together with the digital McWelcome universe is that they at McDonald's are very hesitant about how much they bombard the employees with information.

Everyone should get the most out of the program, so forward-looking McDonald's optimizes the McWelcome universe. In return, they have used Learningbank a lot in the development of all their other digital training.

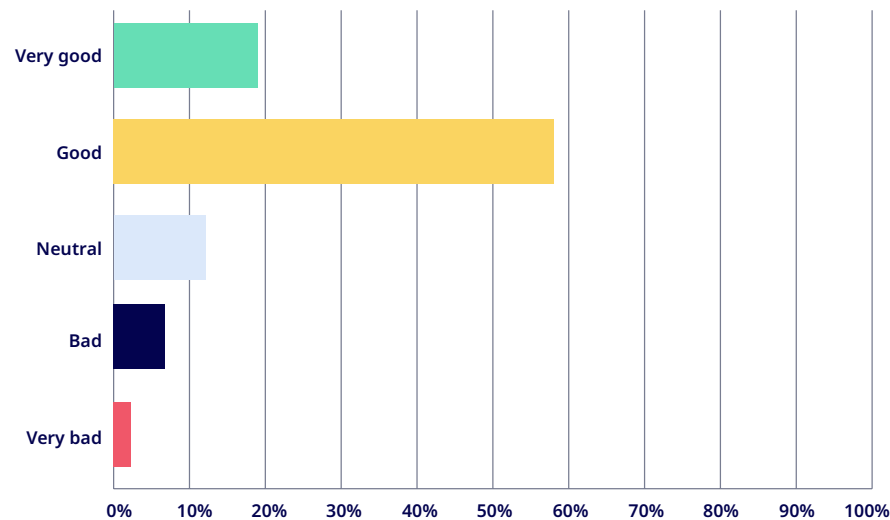
"Soon a new program will be released which is called "De gode øjeblikke" about good customer service and the program "Du bliver til noget" has also just been released, which is about how the employees can find out which education is relevant for their development at McDonald's. It is far more practical than having them read a long brochure about all our offers," says Katrine Schelbli and finishes with another EX comment:

"Generally, you create good employee experiences if your focus is on developing the employees. The more you can engage them, the happier they will be for their job, and the more you will get them to grow, the more you will get back."

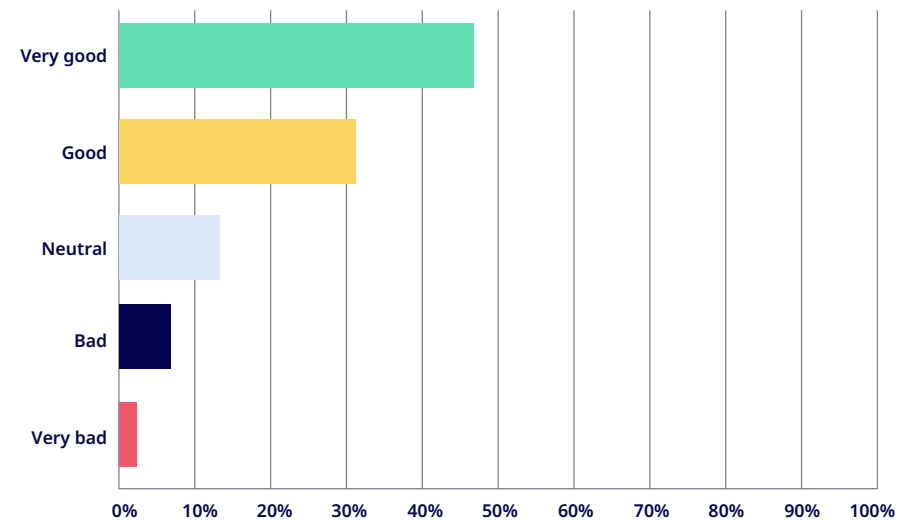
"We are very happy about the collaboration, and feel that Learningbank understands our business and goals, and therefore really can contribute to great solutions."

This is what the users said about Mclearning - an extract

What is your overall assessment of Mclearning.dk as an e-learning platform?



How satisfied are you overall with the switch from your former system to Mclearning.dk (platform, user-friendliness and support)?



What our users say...

"Super strong converted, good at collecting managers from the restaurants to webinars, together with that there are few problems."

"It is an easy way to make follow-up on."

"We are satisfied, and the quality of the actual platform is super good."

"It is much more comprehensible."

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